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28 SEP 1967

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report - Covert Action Operations Seminar  
No. 3, 17 - 20 September 1967

REFERENCE : Course Report - Covert Action Operations Seminar  
No. 2, dated 10 July 1967

1. Summary:

Covert Action Operations Seminar Number 3 achieved to a distinguished degree the purposes for which the course is designed. This was mainly due to the excellence of the participating student body and to the continuing high quality of presentations by Clandestine Services' senior officers. Some changes in the course, such as the innovation of a group participation problem also probably contributed.

a. The eighteen officers who attended as students represented a median of thirteen years service with the Agency, all the areas divisions of the Clandestine Services, the Office of Planning, Programming and Budgeting, and included a diversity of personal background and operational experience that provided the inter-play of ideas and insights that we seek. Such a group was well able to appreciate the principal points of emphasis of the course. First, that covert action involves a great variety of operational target assets, but, that these targets are people and not organizations or institutions as such. Second, since people are our assets, all the basic agent tradecraft applies in assessment, development, recruitment and handling of covert action assets; however, given the essentially dynamic nature of the activities of these people, a great variety of relationships in addition to the classic intelligence agent relationship is involved. Third, this variety of assets and relationships makes the exercise of great care in clarifying objectives and specifying tasks extremely important. According to the course critiques, all the students profited from the exchange of views and expositions of lessons learned on these matters and each found the course relevant to the needs of his particular job.

b. In view of the fact that a total of fifty-four students have now taken this new course, it seems fair to say, the value of a short, intensive seminar treatment of the subject has been dem-

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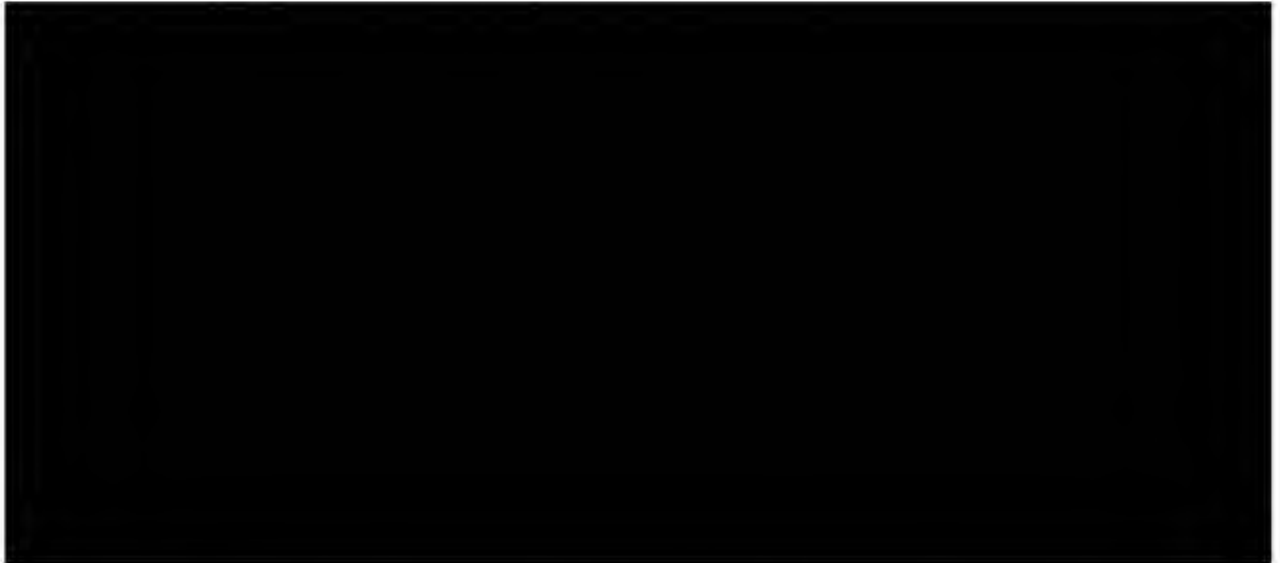


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onstrated and the Covert Actions Operations Seminar is filling a felt need for such training by senior, middle-grade and mid-career officers.

2. Changes in Content, Format, Speakers:



a. A second innovation, designed to increase the amount of discussion of direct operational decisions and problems, and thus also heighten group participation, was to add to the guest presentations, [REDACTED] of the CI staff. [REDACTED] discussed a number of cases from the operational security point of view. This immediately preceded an excellent tradecraft oriented presentation of the [REDACTED] operation by [REDACTED] of WH Division. Together with the [REDACTED] problem, these presentations significantly increased the quantity and quality of discussion of hard operational problems.

b. Two other changes were made in the guest speaker list which were unrelated to the aforementioned goal of increasing class integration and individual discussion of operational problems. [REDACTED] who has taken over as Chief CA for [REDACTED] presented the material on the [REDACTED] place of [REDACTED] Mr. Gabriel [REDACTED] accompanied [REDACTED] and added to the coverage of the discussion of nation building operations in both the formal afternoon and informal evening sessions on 19 September.

c. In general, however, the content, format and pace of the course remained unchanged from the previous two runnings.

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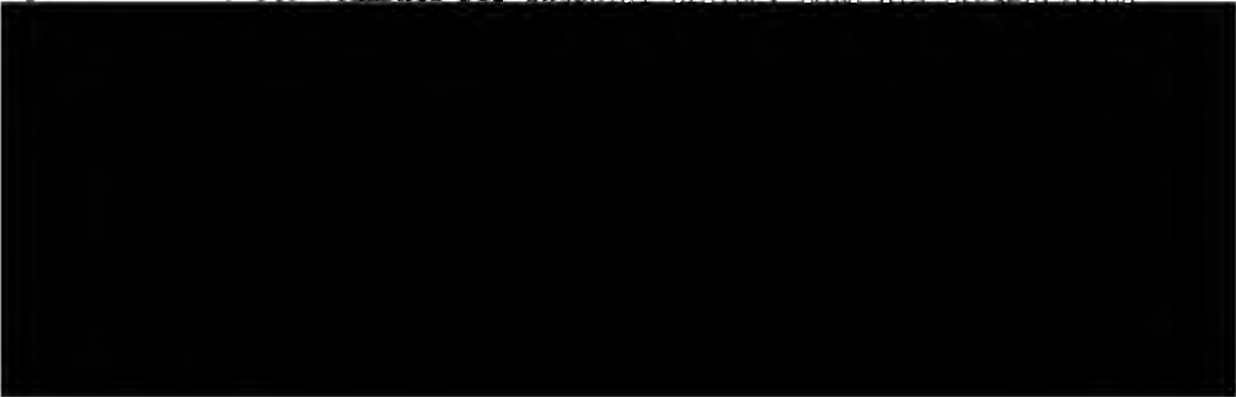
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3. Speakers

The new speakers have already been noted. All made distinct contributions to the seminar, and it is hoped that they will be able to assist in future runnings of the course. [REDACTED] was singled out by a number of the students for especial praise. Both his presentation



c. All twelve guest speakers, in fact, made presentations far above average. As was discovered in the first running of the seminar, this group of speakers make a significant contribution because they represent a group of experienced officers with strongly-held views which they express with excellent concrete examples and which lead to provocative, stimulating and informative inter-change of ideas in the evening sessions. Once again, these summary evening panel discussions were considered high-points of the course.

4. Students

The eighteen students ranged in grade from GS 08 to GS 16. The GS 08 was a female CT who attended under the ground rules which provide for advanced training for female CTs who are "tracked" for CA. She was not placed at too much of a disadvantage by her youth and lack of operational experience apparently, and was able to make a number of intelligent contributions to discussions. She herself said "as a CT just coming in on the ground floor of CA operations, the opinions and experience of the seminar group members and guest lecturers were extremely helpful, instructive, and often inspirational to me." With this exception, the grade and experience level of the group was higher than the other two runnings of the course. The median grade level was in the 12/13 range. Nine of the 18 students in fact were 12s and 13s. The median level of years of Agency experience was 13. One officer of twenty and one of nineteen years experience attended. Also noteworthy is the fact that one European Division branch chief and three desk chiefs from Europe, Western Hemisphere and Far East Divisions attended. Undoubtedly, the presence of this level of experienced officer was a major factor in the course's success.

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a. More significant, is the fact that this group was unanimous in expressing the opinion that the course was of value to them. In particular, the expression of this opinion by the most experienced officers indicates that the seminar is filling a training need. This seems especially true when the officers concerned indicated that they had obtained a new perspective in CA operations. As one said "my background has been almost entirely in FI. Prior to this course I had not appreciated the extent to which FI was involved in the CA field - in fact, I was inclined toward the idea often heard among Finiks that CA should be entirely out of the Agency. I would say I have been sold on the 'integrated ops' concept."

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b. The group represented all area divisions, [REDACTED] and PPB. 25X1A8a  
The breakdown is as follows: FE (7), EUR (2), WH (2), SB (2), AF (1),  
NE (1), CA Staff (1), [REDACTED] (1), and C/PPB (1). In addition, Mr. Mark  
[REDACTED] of the CA Staff attended  
as auditors. Thus, in addition to the personal qualities of the officers  
and their experience, the good representative pattern of this class con-  
tributed much to the excellence of the course.

#### 5. Recommendations

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No major changes should be made in the content, format, speakers, thrust or pace of the seminar. Efforts will be made to continually freshen the examples used in expositions by the speakers and in panel discussions. [REDACTED] has agreed to provide some of his cases, for example, during the evening panel on Operational Problems, and present a limited number of new cases in his formal discussion. Once again the suggestion has been made that the seminar be lengthened. Once again this suggestion will not be adopted.

a. Those students who wish to have the course lengthened say they would like at least one more evening to follow up matters brought out in the various case discussions. However, as before, it is believed the course is better left to impart this feeling of the need for "one more evening" rather than lengthened to convey perhaps the opposite impression.

b. In summary, the Covert Action Operations Seminar as currently designed has been established as a course that is of value to the officers for whom it was planned and therefore should not be fundamentally altered.

[REDACTED] 25X1A9a  
Chief Instructor

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Attachments (w/orig -only)

- A. Course Schedule
- B. Class Roster
- C. Students' Critiques

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HT/CS/TR/[REDACTED]:law

Distribution:

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ORIGINAL DOCUMENT MISSING PAGE(S):

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